



# ANNUAL GENERAL MEETING 2016

HERBERT HAINER

adidas®  
GROUP



# A G E N D A

/ ADIDAS GROUP IN 2015

/ OUTLOOK FOR THE CURRENT  
FINANCIAL YEAR 2016

/ DEVELOPMENT OVER THE PAST  
15 YEARS

**ADIDAS GROUP  
IS IN GREAT  
SHAPE**





A woman in athletic wear, including a headband and a jacket with the Adidas logo, is shown against a background with a red overlay. The image is divided into four quadrants by a white crosshair. Each quadrant contains white text representing performance metrics. The top-left quadrant contains the main headline. The top-right quadrant shows revenue for Adidas. The bottom-left quadrant shows net income growth. The bottom-right quadrant shows gross margin growth. A small asterisk at the bottom right indicates the metrics are in Euro terms.

# ADIDAS GROUP IS IN GREAT SHAPE

+16%\*  
€ 16.9 BN

ADIDAS  
€ 13.9 BN

NET INCOME  
+12% / € 720 M

GROSS MARGIN  
+0.6PP / 48.3%

REEBOK  
+6%

\*IN EURO TERMS





**+56%**

SHARE PRICE DEVELOPMENT 2015

**DAX: +10%**



**DIVIDEND PROPOSAL €1.60**

**PAYOUT RATIO 47.9%**





SHARE BUYBACK PROGRAMME  
**4,129,627 SHARES**  
**Ø € 72.65**

GROUP HOLDS  
9,018,769 TREASURY SHARES –  
4.31% OF NOMINAL CAPITAL



ORIGINALS  
**+36%**









REEBOK  
**+6%**

Reebok 







TAYLORMADE-ADIDAS GOLF  
**RESTRUCTURING INITIATED**  
**DIVESTITURE PROCESS SET IN**  
**MOTION**





WESTERN EUROPE  
**+17%**



NORTH AMERICA  
**+5%**





GREATER CHINA  
**+18%**

A black and white photograph of a city skyline. In the foreground, a modern cable-stayed bridge with a large, white, curved pylon extends from the right side towards the center. The bridge spans a body of water. In the background, a dense cluster of skyscrapers and modern buildings forms the city skyline. The sky is overcast and grey. Overlaid on the right side of the image is the text "LATIN AMERICA" in a large, black, sans-serif font, and below it, "+12%" in a large, bold, red, sans-serif font.

LATIN AMERICA  
**+12%**

RUSSIA/CIS  
**-11%**





JAPAN  
**stable**



MEAA  
**+14%**





A black and white photograph of a football team celebrating a victory. The players are wearing dark jerseys with a light-colored 'T' logo on the chest. They are holding a large, ornate trophy in the center. The background is filled with a large crowd of fans, many of whom have their hands raised in celebration. A large red rectangular overlay covers the middle portion of the image, and the text 'SUCCESSFUL YEAR 2015' is written in white over this red area.

# SUCCESSFUL YEAR 2015



**GROWTH  
IN Q1 2016**

**SALES +22%**

**NET INCOME +38%**





A woman with curly hair is running on a city street. The image is overlaid with a red filter. The text "ADIDAS +26%" is centered over the runner.

ADIDAS  
**+26%**





GREATER CHINA  
**+30%**



WESTERN EUROPE  
**+25%**



LATIN AMERICA  
**+19%**







NORTH AMERICA  
**+22%**





OUTLOOK 2016

**SALES GROWTH**  
**~ +15%**

**NET INCOME**  
**~ +25%**

A full-page background image with a red color overlay. It depicts a person running up a steep, rocky incline. A thick white arrow points diagonally upwards from the bottom left towards the top right, passing behind the main text.

# **+27%**

**SHARE PRICE DEVELOPMENT 2016**

**DAX: -7%**

AS AT: MAY 10, 2016



**VIDEO**



COME  
BACK

A collage of black and white images related to Adidas and street culture. The collage includes: a store front with the Adidas logo; a crowd of people; a man in a cap and jacket; a group of people holding up shoes; a person in a red jacket; and a person running. A large red rectangle with the text "TRENDSETTER ADIDAS" is overlaid in the center.





# CREATING THE NEW










# SUSTAIN- ABILITY



an index provider of S&P Global  
**Corporate Knights**  
an index provider of S&P Global

**WORLD  
ECONOMIC  
FORUM**

 **Dow Jones  
Sustainability Indexes**

 **GLOBAL100**



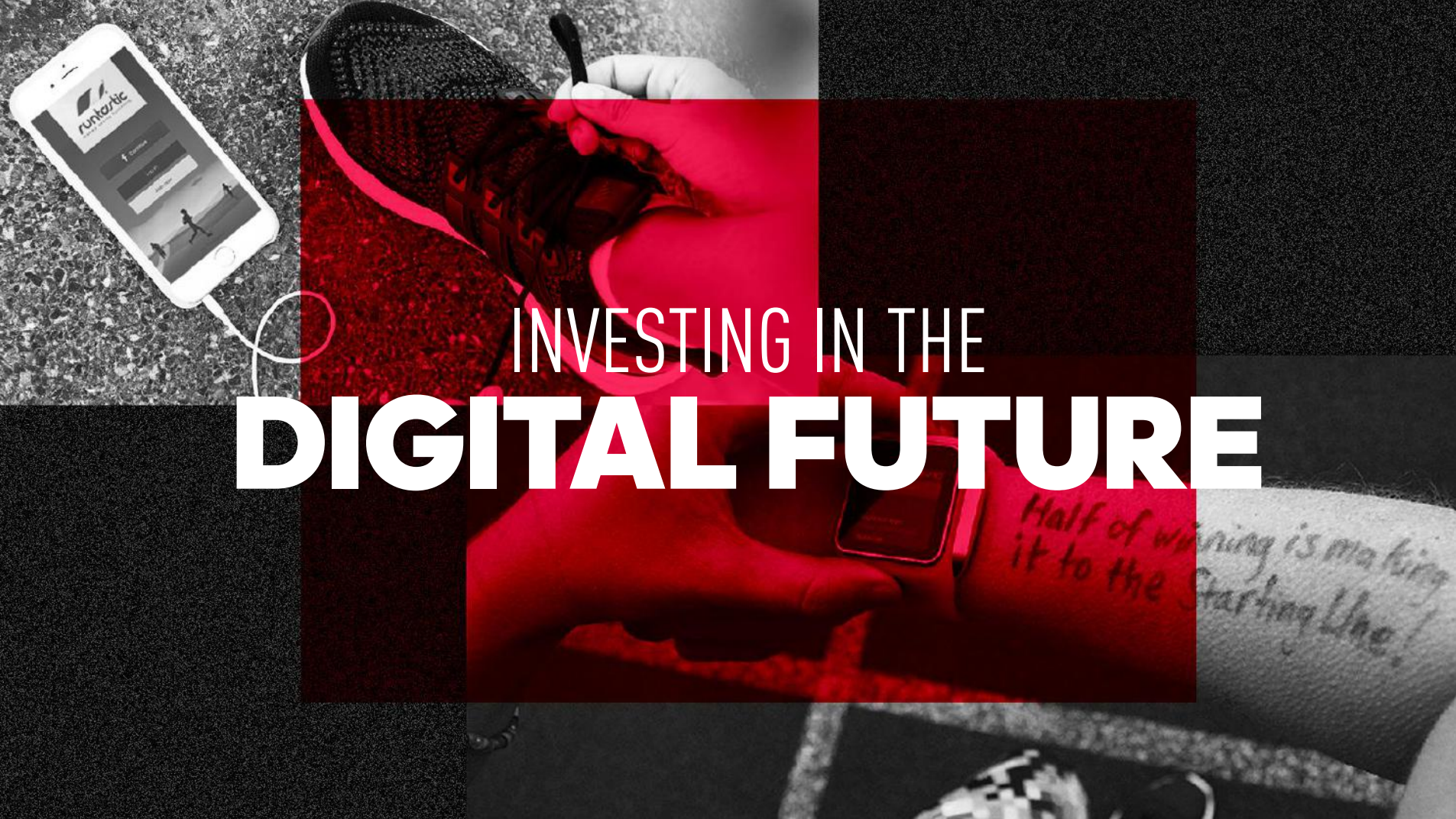


**EMPLOYER  
OF CHOICE**



# **SPEED FACTORY**





# INVESTING IN THE **DIGITAL FUTURE**

Half of winning is making  
it to the Starting Line!



THROUGH  
SPORT  
WE HAVE  
**THE POWER  
TO CHANGE  
LIVES**



# ROLE MODEL COMPANY



# ACQUISITION OF REEBOK







# **DIVESTITURE OF SALOMON**



The image is a composite of two photographs of athlete Jessica Ennis. The left photograph shows her smiling and holding a large gold medal. The right photograph shows her in a white athletic singlet with 'adidas', 'TEAM GB', and 'London 2012' logos, celebrating with both thumbs up. A red semi-transparent banner is overlaid across the middle of the image, containing the text 'SUCCESS AT SPORTS EVENTS' in white, bold, sans-serif capital letters.

# SUCCESS AT SPORTS EVENTS

**INDUSTRY LEADER  
IN SUSTAINABILITY**



**Dow Jones  
Sustainability Indexes**







# EXPANSION OF HEADQUARTERS



**NUMBER OF EMPLOYEES  
INCREASED**





2000

SALES  
€ 5.8 BN

SALES  
ALMOST € 19 BN\*

2016

\* BASED ON 2016 FORECAST





2000

NET INCOME  
€ 182 M

NET INCOME  
AROUND € 900 M\*

2016



\* BASED ON 2016 FORECAST



# AVERAGE SHAREHOLDER RETURN SINCE 2000

**ADIDAS AG**  
**Ø 15% P.A.**

**DAX**  
**Ø 3% P.A.**

AS AT: EARLY MAY 2016



COMPANY VALUE  
€ 24 BN

2016



2000

COMPANY VALUE  
€ 3 BN







# POSITIVE OUTLOOK

FOR THE  
SPORTING GOODS INDUSTRY

**ADIDAS GROUP  
IS IN GREAT  
SHAPE**







# CREATING THE NEW

**TEAM-  
WORK**







# ANNUAL GENERAL MEETING 2016

adidas®  
GROUP